



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY COMMUNITY AND FAMILY SUPPORT CENTER
4700 KING STREET
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CFSC-SP

23 FEB 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commanders' Guide

1. Enclosed is the February 2006 update to the Commanders Guide for Morale, Welfare, and Recreation (MWR). This guide is a collaborative effort between the U.S. Army Community and Family Support Center (CFSC) and the U.S. Army Installation Management Agency (IMA). We truly appreciate the feedback we received from the first edition. It helped us improve this edition. So you can see "at a glance" what's different, additions are underlined. In the electronic version, changes are also in red.
2. The guide is meant to be both a source of information and a potential feedback loop for the Directors of Morale, Welfare, and Recreation (DMWR) at the IMA Headquarters, Regions, and at CFSC. It may provide performance management review or quarterly training brief or weekly staff meeting measures for you to watch. It does not change current guidance to report through your IMA region or headquarters chain of command.
3. On 1 October 2005, all garrisons in the United States and pilot sites overseas began using Uniform Funding and Management (UFM) procedures and processes to execute the appropriated funds (APF) provided for MWR. Please ensure all applicable guidance is followed. When installation-generated nonappropriated funds (NAF) are used to execute requirements that should be funded with APF, the garrison's ability to make capital reinvestments in NAF funded programs and facilities will be diminished. This can have a cascading effect on all of Army MWR's ability to make capital reinvestment. Complete guidance can be found at www.ArmyUFM.com.
4. On 28 October 2005, CFSC notified the Army Commands, Army Forces Central Command, and the Chiefs of the Army Reserve and National Guard Bureau that it is no longer able to fund Global War on Terrorism (GWOT) financial requirements that are not part of garrison-delivered programs. The memo is available on line at http://www.armymwr.org/home/Show_file.asp?fileID=873.
 - a. The commands involved will be required to use their own resources to meet MWR in theater requirements and their internal assistance that meets off-garrison needs. This includes Internet Cafés, fitness workout equipment, library book kits, periodicals, entertainment, Theater in a Box supplies, and other like items in theater as well as

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assistance to Family Readiness Groups in Army Command and Reserve Component headquarters.

b. It is our intent to ensure that MWR requirements delivered by garrisons are adequately funded thru the GWOT supplemental. This includes requirements such as maintaining the vFRG web site, contracting for domestic violence victim advocates, the Sexual Assault Prevention and Response Program, Operation Military Kids, deployed Soldiers child care fee assistance, youth outreach, and school support services. Please direct questions to CFSC.

5. Initiatives such as the Residential Communities Initiative, Enhanced Use Leasing, Privatization of Army Lodging, and Public-Private Ventures afford garrisons an added opportunity to serve Soldiers and families. When considering these opportunities please evaluate their potential to affect your MWR program and the operations of the Army and Air Force Exchange Service. Contact your region MWR staff for assistance.


6. We believe senior leadership and management training for all MWR professionals is vital to providing customer-focused programs to Soldiers. We urge garrison commanders to send all newly assigned Directors of MWR to the MWR Academy Executive Development for Directors of MWR course as soon as possible after their assignment. Send newly assigned division chiefs to the MWR Academy Executive Leadership and Management for MWR Division Chiefs course and to the appropriate program managers' course for the position (i.e., Business Program Managers Course, Recreation Program Managers Course, CYS Coordinators Course, ACS Directors Leadership and Management). The standard is that 80 percent of all new directors and division chiefs attend training within the first year and 100 percent within two years. We strongly recommend that you exceed the standard; your Soldiers, employees, and programs will benefit. The MWR Academy Course schedule is available at <http://www.mwraonline.com>. Detailed information concerning each course on the schedule can be found at the same website by signing into the MWR Campus, entering the campus Learning Center and clicking on Course Information and Enrollment.


7. In January 2005 the MWR Executive Committee approved goals and objectives for the MWR Strategic Action Plan (SAP). During the first quarter of fiscal year 2006, MWR professionals from IMA and CFSC met to develop the actions and measures necessary to execute the SAP. Throughout development, we have worked to ensure that the goals of the MWR SAP align with and complement the goals of the IMA strategic plan. View at http://www.armymwr.org/home/Show_file.asp?fileID=188.

8. We again want your feedback so the August 2006 update will be even more helpful. We welcome your feedback anytime. To ensure your recommendation is considered for the August update, please submit it by 1 May 2006. Please provide your feedback through your IMA Region DMWR.

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9. You, the Garrison Commanders and your team are essential for sustaining the Global War on Terrorism. Without your support to Soldiers and families our combat force will be significantly less effective downrange. **THANK YOU** for what you do every day.


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Brigadier General, U.S. Army
Commanding


MICHAEL D. ROCHELLE 2/23/06
Major General, U.S. Army
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Enclosure

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COMMANDERS' GUIDE TO MWR

Second Edition
February 2006
As of 21 February 2006

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INTRODUCTION

At its January 2005 meeting the Executive Committee of the Morale, Welfare, and Recreation (MWR) Board of Directors approved the following mission and vision statements:

MWR Mission. Deliver predictable MWR programs and services that enhance the well-being of the Total Army Family and address the strategic imperatives of the joint expeditionary Army.

MWR Vision. First choice for those who serve; MWR for all of your life.

Areas of emphasis. On the following pages, the program proponents and managers at the U.S. Army Community and Family Support Center (CFSC) and the U.S. Army Installation Management Agency (IMA) have listed topics by program where placing emphasis on key areas will attain success.

BUSINESS PROGRAMS

1. Ensure MWR food, beverage, and entertainment (FBE) programs encompass all MWR food operations such as military clubs, non-membership FBE operations, and snack bar operations in activities such as bowling, golf, and recreation centers. MWR FBE programs are an integral part of the commander's overall food service program and assist the commander, along with Army and Air Force Exchange Service (AAFES) and subsistence/troop feeding, in meeting the food service needs of the installation's assigned or visiting personnel (AR 215-1, para 8-17 MWR food, beverage, and entertainment programs on military installations).
2. Ensure food, beverage and entertainment operations support the Army goal of readiness and retention and are the installation focal point for social activities and military events that foster unit camaraderie, esprit de corps and cohesiveness (AR 215-1, para 8-17 MWR food, beverage, and entertainment programs on military installations).
3. Ensure managers participate in a club management certification program and attain certification by the fifth year of employment. For on-line Business Programs Management and Leadership enter and register at www.mwraonline.com.
4. Require activity managers to attend/receive annual training on the safe service of alcoholic beverages and further require all alcoholic beverage servers in MWR activities to receive all training required by state and local authorities.
5. Construct and renovate as needed, bowling and golf snack bars to Strike Zone and Mulligan's MWR Theme Operations standards (MWR Executive Committee approved: 11 Feb 97).
6. Comply with the MWR Theme Operations Memorandum of Agreement (MOA) (AR 215-1, Section 2. para 8-17 8c(1)) in all garrisons with an MWR Theme Operation. Requirements include:
 - a) Use Joint Services Prime Vendor Program.
 - b) Establish Dept. Code 25 (Theme Bar) and Dept. Code 26 (Theme Food) to record sales/expenses.
 - c) Ensure managers are ServSafe certified.
7. Distribute the Business Managers' Planning calendar to designated program managers—Clubs, Golf, Bowling, Marketing, Sponsorship, Events Planners, and Catering as well as to the DMWR and the BOD/COD. Schedule quarterly meetings with these key personnel and utilize the calendar to develop programs for the year. Additional copies can be downloaded from www.mwrpromotions.com.

8. Ensure that a comprehensive After Action Report (AAR) is prepared following the completion of each CFSC-sponsored promotion and submitted to the promotion POC within 30 days from the end of the promotion (e.g. Military Idol - Aug – Sep 06; 101 Days of Bowling - May – Sep 06).
9. Comply with IMA policy to eliminate Category C financial losses with improved or curtailed operations (Installation Management Agency (IMA) Policy Letter 42, 30 Nov 2004, subject: IMA Memorandum #42, MWR Category C Business Performance Program; Commanders of poor performers, see paragraph 5a-h, Performance; See performance data for 2Q, FY05 at www.armymwr.org/home/Show_file.asp?fileID=554).
10. Eliminate the use of individual garrison contracts for credit processing and other forms of payment processing through the use of the consolidated Customer Payment Solutions RFP NAFBA1-05-R-0033.
11. Comply with AR 215-1 requirements for concession contract approval (AR 215-1, para 7-2c(8) MWR Resale Authority).
12. Ensure all activities where employees receive or are eligible to receive tips comply with MWR and Internal Revenue Service tip allocation and reporting requirements; adverse financial implications for the employing activity and individual employees could be significant (AR 215-1, para 3-9 Taxes on Employee Tips, and Appendix C Tip Allocation/Reporting Requirements, www.armymwr.org/home/Show_file.asp?fileID=585).
13. Use official rules and point of sale material provided by CFSC when running 'Army Athletes Race to the Rings' promotion. Complete after action report and forward to CFSC-BPE NLT 30 Apr 06. Rules and materials are at www.mwrpromotions.org.
14. Use the approved CFSC Managers Guide for Military Training Support Services (MTSS) where meals are provided by MWR activities for troop feeding available in Business Programs Policy at <http://www.armymwr.org/business/default.asp?ID=1>.
15. Send MWR Golf Course Managers to the PGA/Armed Forces Golf Managers' Training Seminar (Jan 07).
16. Send MWR Catering/Food and Beverage Managers to the IMCEA/CaterSource Conference (Jan 07).
17. Send MWR Bowling Center Managers to the Bowling Center Managers' Training Seminar in conjunction with Bowl Expo (Jun 06)
18. Ensure Army bowling center managers complete the professional and training requirements of the Army's Bowling Center Management Certification program (www.army.mil/cfsc/documents/business/BOWLINGCERTIFICATION.doc).

19. Ensure business program managers (clubs, bowling, golf, recycling) who are doing a good job are nominated for the James A. Carroll/Excellence in Management Awards (Nov 06). The MOI is published in August yearly.
20. Encourage garrisons with excess capacity to open golf play to Veterans IAW OSD procedures (AR 215-1).
21. Utilize mandatory single-source purchase agreements for capital purchases such as golf cars (Dec 05) <http://armymwr.org/business/default.asp?ID=1> BP Policy.
22. Use an Army Standard point of sale (POS) and inventory system in Golf, Bowling, Snack Bars, Theme Operations and Clubs IAW MWR Information Technology (IT) Fielding and Utilization Standards (Oct 05).
23. Food and Beverage facilities that conduct catering use the Army Catering Module (23 Jan 2006, CaterSource Conference, Las Vegas, NV and MWR Business Programs Army Catering Website-to be published).
24. Review Garrison Business Programs Five Year Plans and submit DD Form 1391s as appropriate for consideration for project validation assessments (PVA) for new construction.
25. Consider use of Enhanced Use Leasing (EUL) and Public-Private Ventures (PPV) for future project needs (AR 215-1, para 10-15, Public-Private Venture Projects).
26. Implement the approved IMA corporate strategies for clubs (and food, beverage, and entertainment facilities), bowling, and golf to ensure activities and programs meet the BOD approved Net Income Before Depreciation (NIBD) standards (MWR BOD directed, Feb 06).

BUSINESS PROGRAMS – LODGING

1. Comply with lodging supplemental operating policy regarding occupancy standards, smoking policies, pet policies, Distinguished Visitors Quarters operation, financial management, and continental breakfast service (www.armymwr.org/home/Show_file.asp?fileID=587; CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items).
2. Comply with Army Lodging Standards for Service, Operations, and Facilities and supporting Standard Operating Procedures (www.armymwr.org/home/Show_file.asp?fileID=151).
3. Comply with the Commanders Guide to Army Installation Standards to use professional interior designer services when selecting furnishings or equipment for habitable spaces and the approved Lodging Facility Standards (www.hqda.army.mil/acsimweb/homepage.shtml).
4. Comply with the MWR Board of Directors (MWR BOD) approved Army Lodging Standard Staffing Guidelines (full implementation in FY07) (CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items).
5. Comply with automation security requirements of the Army Lodging Property Management System Security System Authorization Agreement Features Users Guide and the Trusted Facility Manual (<http://www.hqmwarmy.mil/Misapps/ALPMS/alpms.htm>).
6. Use Standard Product Program items and the Central Army Lodging Contracting Office to support contracting for NAF procurements not executed with the Government Purchase Card (<http://www.army.mil/cfsc/documents/lodging/MandatoryProducts2.ppt>).

CHILD AND YOUTH SERVICES (CYS)

1. Submit accreditation applications and annual status reports to the appropriate IMA Region for review and approval (with CFSC providing subject matter expertise when requested) prior to submitting to the accrediting organization (Military Child Care Act; CYS Key Management Controls, 19 Nov 01).
2. Maintain CYS supervision ratios to ensure the safety, health, and well-being of children (CYS Key Management Controls, 19 Nov 01).
3. Ensure the percentage of flex employees does not exceed 25% of the total staff of Child Development Centers (CDC), School Age programs, and Middle School/Teen programs (Child and Youth Personnel Pay Program (CYPPP), 12 Feb 99, CYS Key Management Controls, 19 Nov 01).
4. Enforce **Army Community Service (ACS)** Home Alone Policy (out-of-school child supervision requirements for elementary and middle school children and youth during parental duty hours) based on Army guidance (Out of School Child Supervision Requirements for Elementary and Middle School Children and Youth During Parental Duty Hours, 11 Jul 00).
5. Prepare annual CYS Operation Plan to outline garrison operational capability (e.g., child care demand, facility capacities, outreach opportunities, partnerships) and determine the number of child and youth spaces that the installation can provide; ensure the Directorate of Public Works (DPW) and CYS work together to prepare for new construction and modular facilities to meet demand (CYS Key Management Controls, 19 Nov 01).
6. Develop and annually review a CYS Mobilization and Contingency plan to define CYS responsibilities during mobilization, deployment, and contingency situations and resources required to implement the plan (US Army CYS Mobilization and Contingency (MAC) Handbook, 9 Jan 03; CYS Mobilization and Contingency Planning and Cost Projection Tool, 8 Jan 03).
7. Establish CYS Core Operating Hours to meet installation mission requirements. Provide flexible hours in the Family Child Care (FCC) program to meet patron needs for extended duty day, weekend and long term care (CYS Key Management Controls, 19 Nov 01).
8. Utilize compensatory enrollment authority (AR 608-10, chap 5-2) for CDCs and School Age programs to maximize the availability of care by reducing waiting lists (CYS Key Management Controls, 19 Nov 01).
9. Align child and youth programs (and all related baseline programs) under a single management structure to ensure seamless delivery for parents and compliance and

predictability across the Army Standard Garrison Organization (CYS Organizational Structure, 17 Jul 00).

10. Use QCCS and QYDP Management Decision Package (MDEP) appropriated funds only for direct operating expenses (IMA FY04 Netcall #24).

11. Ensure Child Development and School Age programs together break even before depreciation (MWR BOD directed, Oct 98; CFSC-FM-C Memo, subject: Fiscal Year 2005 (FY 05) Nonappropriated Fund Instrumentalities (NAFIs) Financial Management Operation Guidance).

12. Ensure that at least two high school juniors or seniors each year apply for a Boys and Girls Clubs of America (BGCA) Presidential Scholarship (Memorandum of Understanding Between BGCA and HQDA CFSC, 5 Apr 96).

13. Use productivity, cost management and accountability tools (e.g., Staffing Template, Space Census, Revenue Projection, Standards Accountability Tool, Annual Report, etc.) to ensure business processes eliminate waste and provide cost effective, efficient use of Army resources (CYS Annual Report and Program Status Update; Child and Youth Services Productivity, Cost Management, and Accountability (PCMA) Tools, 22 Jul 03).

14. Use Child and Youth Management System (CYMS) software as the management information system and operate it IAW prescribed metrics and maximum operating capability (CYS Key Management Controls, 19 Nov 01; BOD directed; and MWR Information Technology (IT) Fielding and Utilization Standards (effective Oct 05)).

15. Complete required annual unannounced multi-disciplinary local inspection (Installation Child and Youth Evaluation Team (ICYET)). Ensure garrison commanders initiate the ICYET and receive briefings of findings/commendations from ICYET team and approve/monitor the corrective action plan. Attend Region Child and Youth Evaluation Team (RCYET) outbrief to receive commendations/findings and accept recommended corrective action plan. Command attention to ICYET and RCYET findings ensure successful child and youth programs (Military Child Care Act; CYS Key Management Controls, 19 Nov 01; AR 608-10, para 2-31 and 2-32).

16. Ensure Youth Technology Labs comply with the certification and accreditation documents (Networthiness Certification for Child and Youth Services Youth Technology Lab (CYS-YTL), 16 Sep 04).

17. Ensure Functional Technology Specialists meet requirements defined by local Director of Information Management (DOIM)/Signal for Information Assurance and technical certification to manage and maintain computers in the CYS-YTL (System Security Authorization Agreement (SSAA) for the US Army Community and Family Support Center's Child and Youth Services Youth Technology Lab System, version 2, Jun 04).

18. Ensure that each installation CYS program works with county and state 4-H extension staff to establish at least one multi-project 4-H community club. Status is reported through Regions in the 4-H quarterly report (4-H Clubs in Army Child and Youth Services Programs, 12 Apr 02).

19. Maintain BGCA affiliate membership to maximize the many opportunities (program and financial) available to installations and installation youth offered by BGCA's (Memorandum of Understanding (MOU) Between BGCA and HQ CFSC, 1 May 96).

20. Accept the invitation to participate in your Boys and Girls Club State Alliance, allow use of NAF funds for membership fees, and maximize all opportunities to receive a share of state funding (CFSC-CYS Memo dtd 22 Nov 05, Subj: Boys and Girls Clubs of America State Alliances).

21. Ensure that Child Development programs implement procedures to reduce the risk of Sudden Infant Death Syndrome and obtain a signed agreement from each infant parent (CFSC-CYS Memo dtd 22 Nov 2005, Subj: Revised Strategies to Reduce the Risk for Sudden Infant Death Syndrome (SIDS) in Child Development Services (CDS) Settings).

22. Develop an installation Child and Youth Services Fee Guidance IAW Department of Army and Department of Defense Fee Policy to ensure that parents pay their "fair share" of costs required to provide installation child and youth programs (CFSC-CYS Memo dtd 09 Sept 05, Subj: School Year (SY) 2005-2006 Army Child and Youth Services (CYS) Consolidated Fee Policies and Guidance).

23. Work with the School Liaison Officer (local written protocol) to ensure that school districts with substantial numbers of military students are signatories to the School and Education Transition Services (SETS) MOA (Army School Liaison Officer Handbook, chapter II-9, 22 July 2002 and U.S. Army Secondary Education Transition Study, Executive Summary, June 2001).

24. Take responsibility for developing a viable Transition Action Plan with local school districts, including regular assessments and updates (U.S. Army Secondary Education Transition Study, Executive Summary, June 2001).

25. Contact area school Superintendents to provide opportunities for educators to learn about military life and the importance of helping students during transitions (Army School Liaison Officer Handbook, chapter V, 22 July 2002).

COMMUNITY RECREATION

1. Implement the Recreation Delivery System (MWR BOD directed, Feb 98).
2. Accredite Community Recreation programs (MWR EXCOM directed, Sep 01); Pilot sites have been completed and three installations have been accredited. Installations that have implemented the Recreation Delivery System may now apply for accreditation. (<http://www.armymwr.com/corporate/programs/recreation/capra.pdf>).
3. Use MWR baseline standards to develop funding requirements, guide program administration, and develop demand driven programs for Recreation, Sports and Fitness and Libraries (MWR BOD directed, Feb 00).
4. Adhere to Department of Defense (DoD) MWR standards for libraries and sports and fitness.
5. Use of RecTrac! is mandatory (MWR BOD directed, Oct 94). Ensure necessary hardware is in place, training is delivered, and system is used to full capability. At a minimum, RecTrac! will be used for Installation Status Report (Services) patron counts and to document revenue collection. It will be implemented IAW MWR Information Technology (IT) Fielding and Utilization Standards (effective Oct 05). Ensure adequate training is available for staff to use the software.
6. Account for library property using AR 735-17.
7. Moratorium on closure of libraries remains in effect (DoD Memorandum, 7 Oct 98, subj: General and Recreational Libraries).
8. Conduct Better Opportunities for Single Soldiers (BOSS) rejuvenation workshops where needed; rejuvenation workshops will be conducted at region level. BOSS programs do well when garrison commanders and sergeants major are involved. Keeping mission commanders and sergeants major informed, soliciting their support, and developing working relationships with them will benefit the Army program. See http://www.usapa.army.mil/pdffiles/c608_04_1.pdf.
9. Submit applications within specified timelines to participate in technical training in support of Community Recreation programs at garrisons. Training includes current program trends, Recreation Delivery System, RecTrac!, Army Program Tool, Army Baseline Standards, hands on skill development training, and guidance for program operation. Training is usually done in conjunction with professional organizations to leverage training opportunities.
10. Emphasize Army Civilian Training, Education, and Development System (ACTEDS) for librarian career field GS 1410. Find guidance at http://www.army.mil/usapa/epubs/xml_pubs/r690_950/main.xml#s11-7c .

11. Use centralized purchase program for fitness equipment; contracts currently available for cardio equipment, e.g., treadmills, elliptical equipment, and stationary bicycles.
12. Use the library central book acquisition program; find guidance in AR 215-1, para 8-17 c(7).
13. Promote training requirements outlined in the Army Baseline Standards and delivered by local Civilian Personnel Offices, HQDA, and the MWR Academy; examples include LEAD, Basic Management, and the Recreation Managers Course (ACTEDS for Career Field 51 (CF51); AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
14. Encourage staff to volunteer and be designated as Emergency Essential Civilians for mobilization and deployment purposes (AR 215-1, para 8-28).
15. Use the Army Sports on line application program for all athlete applications for All Army trial camps and competitions. Soldiers will complete applications and forward to commanders. For Soldiers located on installations, approved applications will automatically be forwarded to the garrison's Sports point of contact for further processing. Behind AKO: <https://armysports.cfsc.army.mil/apptrac.html>.
16. Emphasize the use of the Army Recreation Awards and the Armed Forces Recreation Society Awards to recognize outstanding performance by recreation employees and others who support recreation programs. Information on the award process is found on the Community Recreation website: http://www.armymwr.org/home/Show_file.asp?fileID=453.
17. Use standardized facility designs for construction of new Physical Fitness Centers. Exceptions to the standard design must be approved by CFSC/IMA. <http://www.army.mil/cfsc/documents/recreation/fitnesstechcriteria.pdf>.
18. Develop CR Mobilization and Contingency plan to define CR responsibilities, timelines, and resources required to implement plan. Handbooks are being developed for use by Community Recreation staff and military personnel. (Draft FM 1-0 Appendix H)
19. Use Army Program tool to assist in programming www.armyprogtool.com. Demonstration site for installations wishing to train their personnel is <http://demo.armyprogtool.com/>.

FAMILY PROGRAMS

1. Meet Army Community Service (ACS) accreditation standards as set forth in AR 608-1, Army Community Service Center. Complete self study annually, forward documentation and correct deficiencies in accordance with timelines. Currently, 83 centers (87 percent) are accredited. CFSC expects to attain 100 percent by accrediting the remaining 12 centers by end FY 06. (DA Pam 608-17, Instructions for Implementing ACS Accreditation Program)

2. Comply with AR 608-47, Army Family Action Plan, to manage installation Army Family Action Plan (AFAP) program which includes:

- a. Collecting issues year-round, hosting annual AFAP conferences;
- b. Conducting AFAP Commanders' Steering Committee meetings;
- c. Submitting installation issues to IMA Regions for forwarding to the appropriate MACOM mid-level conferences;
- d. Ensuring nominations for installation Facilitator, Recorder, Transcriber, and Issue Support (FRTI) staffs and delegate candidates are submitted to IMA Regions for MACOM and the HQDA AFAP conference.

The "Communities First" initiative is not a replacement for AFAP but should be used as a feeder for issues meeting established criteria to be submitted to installation AFAP conferences (AR 608-47).

3. Comply with AR 608-48, Army Family Team Building Program, to implement Army Family Team Building (AFTB) readiness training and professional development for family members.

a. Establish an AFTB Advisory Council that includes Garrison commander, AFTB program manager, AFTB advisor, key AFTB volunteers and key community personnel, e.g., child care and marketing.

b. Encourage family members to enroll in AFTB classes to learn how to better manage the highly complex and mobile military lifestyle and to develop and enhance personal skills.

c. Encourage Soldiers to enroll in AFTB training in order to receive promotion points (CFSC Memorandum, 29 Jul 02, subj: Army Personal and Family Readiness Courses for Promotion Points, www.MyArmyLifeToo.com).

4. Provide outreach to junior enlisted Soldiers who have the greatest need but are least likely to take advantage of available services until they have reached a state of crisis

(AR 608-1, para 1-9). Encourage spouses to participate in the online spouse mentoring opportunity through www.MyArmyLifeToo.com.

5. Recognize ACS volunteers' contributions and support to their military communities (DoD Instruction 1100.21, Volunteer Services in the Department of Defense).

a. Ensure nominations for the prestigious Emma Marie Baird for Outstanding Volunteer Service in ACS are submitted to IMA Regions/MACOM Headquarters; IMA Region/MACOMs submit to CFSC headquarters.

b. Implement an installation volunteer program and monitor its management (AR 608-1; 10 USC 1588, Authority to Accept Certain Volunteer Services).

c. Ensure nominations for the variety of awards, to include higher than installation level, are submitted through proper channels and in the proper format to maximize the number of deserving recipients.

6. Ensure Family Advocacy Program (FAP) managers comply with AR 608-18, The Army Family Advocacy Program, regarding prevention/treatment procedures and policies for implementing the program. **Requirements include:**

a. Developing prompt reporting and assessment of out-of-home abuse – command liability issues;

b. Establishing memoranda of agreement (MOAs) with local law enforcement to comply with FAP requirements.

c. Establishing victim advocacy polices to assist with Military Protective Orders, provide victim safety and crisis support, information, and referral to civilian and military resources.

7. Refer new parents on qualifying installations to the New Parent Support Program to provide intensive and specialized services to first time parents with children prenatal to three years of age (AR 608-18).

8. Establish a Sexual Assault Review Board (SARB) consisting of the Sexual Assault Response Coordinator (SARC), medical, legal, chaplain, and PM/CID; SARBs will function in accordance with Directive Type Memorandum, 17 Dec 04, Under Secretary of Defense, Personnel and Readiness.

a. Assist commanders at brigade and higher levels to appoint, on collateral duty, a minimum of one soldier/civilian to serve as the command's deployable SARC (ALARACT MSG R162227Z May 05).

b. Assist commanders at battalion level and above to appoint a minimum of two Soldiers to serve as unit victim advocates (UVAs) (ALARACT MSG R141736Z Mar 05).

9. Educate commanders, unit, and installation leaders about the Transitional Compensation for abused dependent services (PL 103-160, The National Defense Authorization Act of FY 94, Sec. 554, <http://www.armymwr.org/images/tc.ppt>).

10. Direct military personnel detachments to make eight hours of financial readiness training available for first term Soldiers (House Appropriations Committee Report 105-206 to accompany HR 2266, FY 98 National Defense Appropriations Act).

11. Support unit commanders in establishing mandatory training for: personal financial management for first-term Soldiers; financial counseling; junior enlisted Soldiers scheduled for initial permanent change-of-station move; and refresher classes for personnel who abuse or misuse check-cashing privileges (AR 608-1, para 4-38).

12. Conduct widespread marketing of the Army Spouse Employment Partnership (ASEP) and encourage ACS centers to form partnerships with local Chambers of Commerce businesses to increase employment opportunities for spouses (Public Law 107-107, The National Defense Authorization Act of FY 02, Sec. 571; AR 608-1).

13. **Market on-line resources:**

a. **Promote** MyArmyLifeToo.com as the Army's official family website to ensure families receive resources, information and services (www.myarmylifetoo.com).

b. **Include** Military/Army OneSource (MOS) in every family programs briefing, class, program, or event as a tool to help Soldiers and families (www.armyonesource.com).

14. Establish procedures for identifying Soldiers with exceptional family members who refuse to enroll in the Exceptional Family Member Program (AR 608-75, Exceptional Family Member Program).

a. Reassignment processing is a military personnel division/personnel service battalion function. The garrison commander is responsible for ensuring that reassignment processing (to include OCONUS deployment screening) is completed within 30 days of the Enlisted Distribution Assignment System and Officer Request for Orders date (para 1-25, AR 608-75). Timely completion of reassignment processing is key to ensuring services are available for EFM at new assignment location.

b. **Encourage spouses of relocating Soldiers to participate in the online spouse sponsorship program available via www.MyArmyLifeToo.com.**

15. Update quarterly the Standard Installation Topic Exchange Services (SITES) database as **it provides valuable community and installation information for relocating military members and their families. Ensure that information regarding schools is**

posted prior to the beginning of the new school year. SITES data serve as the basis for Military OneSource (www.militaryonesource.com; <https://www.dmdc.osd.mil>).

16. Develop and provide services to families living separately from their sponsor as a result of an unaccompanied tour, mobilization, deployment or stability and support operations. Establish an effective Waiting Families Program that identifies and supports these immediate and extended family members separated from their Soldier. Services will include: client needs assessment, crisis intervention services, liaison to connect families with military and civilian agencies and support groups as appropriate (www.myarmylifetoo.com).

17. Utilize Soldier and Family Life Consultants (SFLC) as a deployment reunion and reintegration support to Soldiers and their families to prevent family distress by providing education and information on family dynamics, parent education, available support services, and the effects of stress and positive coping mechanisms.

18. Encourage garrison commanders to establish local partnerships with local Better Business Bureaus and organizations to expand support to active and Reserve Component Soldiers and their families (CFSC Memorandum of Understanding with the Council of Better Business Bureaus, 29 Jul 03). Solicit feedback on recurring consumer problems affecting Soldiers and family members such as predatory lenders, unfair business practices, etc. and coordinate with Staff Judge Advocates, Inspectors General, and the Armed Forces Disciplinary Board on consumer issues.

19. Incorporate the new policies on Family Readiness Groups provided in AR 608-1, Appendix G into FRG and Rear Detachment training programs. Develop and incorporate into the installation's contingency plan an effective Family Assistance Plan that addresses all levels and phases of deployment, mobilization and SSOs for the expeditionary Army. (www.ArmyFRG.org; www.MyArmyLifeToo.com).

20. Develop a partnership between ACS and the Family Readiness teams for each unit that includes an active and effective unit services strategy.

a. Ensure ACS and FRGs use OPReady training materials in order to standardize training and implementation across installations.

b. Encourage newly assigned Rear Detachment Commanders and Family Readiness Group Leaders to complete online training immediately upon assumption of duties through www.MyArmyLifeToo.com.

21. Review and validate garrison input to Installation Status Report (ISR) Infrastructure and Services/Service Based Costing (SBC) assessments, particularly appropriated fund (APF) and nonappropriated fund (NAF) program execution recorded in SBC. Garrisons must ensure that they have accurately reported APF execution to the Defense Finance and Accounting Service (DFAS). There should be no NAF reported in these programs except for volunteer recognition. It is critical to the planning, programming, and

budgeting process that garrison data be exact
(<http://isr.hqda.pentagon.mil/download/webfiles/ISR3/ISRSBCGenFuidance.doc>).

22. Ensure APF execution rate of MDEP QACS is greater than or equal to 99 percent of annual funding plan (MWR BOD directed Baseline Standards Assessment, Feb 00).

23. Incorporate changes resulting from Modular Forces, Integrated Global Positioning and Basing Strategy (IGPBS), and BRAC in planning, resourcing, and staffing ACS programs.

24. Fully support the establishment of Inter Service Family Assistance Committees (ISFAC) and ensure attendance of staff at ISFAC meetings. By gathering all agencies within a state that support service members and their families, an ISFAC facilitates more complete support to families closest to where they live.

ARMED FORCES RECREATION CENTERS (AFRCs)

1. Information, Tickets and Recreation (ITR) offices have the opportunity to book authorized patrons into participating Armed Forces Recreation Centers (AFRCs): Shades of Green® on WALT DISNEY WORLD® Resort (Orlando, FL) and the Edelweiss Lodge and Resort (Garmisch-Partenkirchen, Germany). ITR and Information, Tickets, and Tours (ITT) offices receive 10 percent commission payments for helping to increase occupancy at the AFRCs.
2. Shades of Green® is available for classified meetings; consider using Shades of Green® in October and January which are low occupancy times. Shades of Green® has two Level 2 trained Anti-Terrorism Officers on staff. All AFRCs including Shades of Green® are cleared government facilities for conducting classified conferences and meetings up to the level of Secret.

ARMY RECREATION MACHINE PROGRAM

The majority of this guidance applies only to overseas garrisons with ARMP operations. Garrisons in the United States that support amusement machine operations will comply with the guidance applicable to those machines.

OCONUS garrisons are provided 10 percent of the income of recreation machines to do the following to standard:

1. Provide space, power and environmental requirements for the operation of ARMP amusement game or gaming machines (AR 215-1).
2. Maintain cleanliness of the game area and machines therein (SOP OP-M010; SOP OP-G026).
3. Provide service to game machine customers in the form of change, refunds for malfunctions, payment of money owed from wins, change coin into currency or currency into coin, reset machines when required, and answer questions by players about game and play or operation (SOP OP-F002; SOP OP-G026; SOP OP-M010).
4. Maintain a change fund (AR 215-1; SOP OP).
5. Act as hand receipt holder for all ARMP equipment maintained at the locations (SOP OP-M010; SPO OP-G026).
6. Provide for inventories of assets and equipment (AR 215-1; DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures; SOP PR-P003; SOP PR-P004; SOP PR-P009).
7. Participate in coin and cash drops, counts, and fills (AR 215-1; SOP OP-D001; SOP OP-F004; SOP OP-G019; SOP OP-K008; SOP OP-K017; SOP OP-K018; SOP OP-K019; SOP OP-V001).
8. Witness maintenance by ARMP personnel of game machines and equipment as required (SOP OP-F003).
9. Accomplish deposit of ARMP funds (SOP OP-C018; SOP OP-F005).
10. Maintain security of the game room to prevent damage to ARMP machines and unauthorized play (SOP OP-A001).

CONSTRUCTION

1. Provide input to the annual NAF major construction program through the appropriate IMA Region and IMA Headquarters by 1 May; input includes a five year program list of projects with a DD Form 1391 for each project (AR 215-1).
2. For Capital Investment Review Board (CIRB) identified projects, complete all actions required by the project validation assessment (AR 215-1).
3. Budget for necessary funding to enable execution of approved NAF major construction projects. Some costs will be APF (e.g., environmental) and some will be NAF. Requirements include supplies, expendables, opening costs, environmental costs, “clean site” costs, elective changes after CIRB approves DD Form 1391, utilities, access roads (AR 415-19).
4. Request interior or foodservice design assistance through IMA to CFSC-CO (AR 215-4).
5. Submit requests for Public-Private Ventures (PPV) to “use other people’s money” in providing MWR facilities and services. PPV candidates include Category C facilities such as car washes, casual dining facilities, recreational lodging, pet kennels, self-storage, water parks, and bowling centers. Follow the four step process in the MWR PPV development Guide at www.mwr-privateventures.com.

FINANCIAL MANAGEMENT

1. Comply with the DODI 1015.10 and AR 215-1 requirement to use APF to pay 100% of the MWR costs for which APF are authorized. Commanders will not take action to substitute NAF for APF at a rate greater than was in the approved budget or has occurred in the recent past. Whenever APF is available it will be provided to reduce the current level of NAF substitution for authorized expenses to zero (DODI 1015.10, para E7.1.4; AR 215-1, para 4-2, 4-12b).
2. Individuals, units, organizations, and installations have no proprietary interest in NAF assets. They are to be used for the collective benefit of Soldiers and may be distributed across the Army to help program activities meet standards (AR 215-1, para 4-12j).
3. Do not use NAF to fund protocol functions, retirement ceremonies, or for the specific benefit of select individuals or groups (AR 215-1, para 4-12i).
4. Comply with the annual budget guidance and meet the suspenses for information submissions (www.army.mil/cfsc/documents/fm/opguide06/06fmog.htm).
5. Comply with the Army Uniform Funding and Management Guidance as stated in the Army Annual NAF Operating Guidance
6. Comply with the banking policies found in AR 215-1, chapter 11.
7. Submit Army Level Requirements (ALR) for Self Sufficiency Exemptions (BOD directed: CFSC Memo 4 Aug 04, subj: ALR Self Sufficiency Exemption).
8. Submit Army Level Requirements for MWR Unit Fund Dividends for units deployed from home stations (BOD directed: CFSC-SP Memo 12 Aug 03, subj: MWR Unit Fund Support to Deployed Troops).
9. Comply with Risk Management Insurance Program policy and reporting requirements found in AR 215-1, chapter 14 and paragraph 7-30.
10. Comply with semi-annual reporting requirements for the MWR Personnel Strength Report found in AR 215-1, chapter 11.
11. Submit financial statements and schedules as required by DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures.
12. Review and validate garrison input to ISR Infrastructure and Services/SBC assessments (<http://isr.hqda.pentagon.mil/>), especially APF and NAF program execution recorded in SBC. Accurate reporting of APF execution to DFAS is critical to ensure that garrison input to the Army Information Management–Headquarters Information (AIM-HI) model reflects true program baselines and allows the Army to

properly plan, program, and budget installation requirements
(<http://isr.hqda.pentagon.mil/download/webfiles/ISR3/ISRSBCGenGuidance.doc>).

HUMAN RESOURCES

1. Comply with the standard that 80 percent of each IMA Region's Program Managers, Division Chiefs, and MWR Directors attend MWR Academy program management courses within the first year of being assigned to the position (i.e., Business Program Managers Course, Recreation Program Managers Course, CYS Coordinators Course, ACS Directors Leadership and Management) (ACTEDS for Career Field 51 (CF51); AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
2. Comply with the standard that 80 percent of new installation MWR Directors attend the Academy Executive Development for Directors of MWR course within the first year in the position, and 100 percent within two years in the position (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
3. Comply with the standard that 80 percent of installation Division Chiefs attend the Academy Executive Leadership and Management for MWR Division Chiefs course within the first year of assignment in the position, and 100 percent with two years in the position (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
4. Comply with the standard that 90 percent of new MWR managers as defined in the ACTEDS plan complete the CFSC Basic Management Course within the first 6 months of employment and 100 percent within the first year (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
5. Comply with the standard 100 percent of all MWR and ACS employees complete the on-line MWR Orientation Course within the first 60 days of employment. Commanders will provide MWR employees duty time (estimated to be 4 hours) to complete the orientation (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
6. Provide on the job time and resources to complete the MWR Academy on-line courses (AR 215-1, Section IV, para 9-10 b specifies requirement to provide resources to support individual development plans (IDPs)).
7. Comply with the standard 100 percent of employees have an IDP within 30 days of employment or at establishment of annual performance standards (AR 215-1, Section IV, para 9-10 a)
8. Comply with the standard that 80 percent of MWR and ACS employees attend other job related training as defined in ACTEDS for CF51.
9. Comply with the standard that 90 percent of all MWR and ACS employees are registered in the CFSC MWR Academy Learning Management System within 30 days of employment, and 100 percent within 60 days; employees register at www.mwraonline.com.

10. Provide at least five installations and trainers annually from each CONUS region to support the NAF Management Trainee Program; trainees will be assigned to an installation and trained for 12 to 18 months (AR 215-3).

11. Utilize the career referral program to fill NF-4 and NF-5 vacant MWR positions (AR 215-3, para 2-24). The website for MWR Jobs: <http://armymwr.com/portal/jobs>.

12. Encourage OCONUS managers to utilize the career referral program as described in AR 215-1 and AR 215-3 to fill MWR positions ~~(AR 215-4)~~.

13. Provide benefits for NAF employees (Appendix A, SC1408, DOD 1400.25-M; Chap. 15, AR 215-3, US Army NAF Employee Retirement Plan; US Army NAF 401(k) Savings Plan; DOD Joint Uniform Health Insurance Plan; US Army NAF Employee Group Life Insurance Plan; and US Army Group Long Term Care Plan; www.NAFBenefits.com).

a) Ensure all newly hired NAF employees understand their eligibility to enroll in the NAF Employee Benefit Plans.

b) Process all benefit enrollment transactions on the Benefits Online System as required, including new hire transactions within 31 days of hire date.

c) Distribute Benefit Plan materials and information to all employees as provided by the NAF Employee Benefits Office and Benefit Program vendors under contract to CFSC-HRB.

d) Support NAF Employee Benefit employee communications initiatives by arranging Benefit presentations for NAF employees in cooperation with the NAF Employee Benefits Office and by supporting employee attendance.

e) Ensure all financial transactions for Benefit Plan enrollments are processed through NAF Financial Services.

14. Utilize the Uniform Funding and Management (UFM) website http://www.armymwr.org/home/Show_file.asp?fileID=894 to research frequently asked questions, information papers, and HR related UFM information.

15. Utilize the professional development website: http://www.armymwr.org/home/Show_file.asp?fileID=891 for professional development ideas, slides, leader development training, web sites for training applications, and examples of professional development.

INFORMATION MANAGEMENT

1. Follow the guidance in AR 25-1 for procuring and maintaining information technology (IT) systems; all new systems and major upgrades to current MWR IT systems will be approved by the MWR Configuration Control Board; garrison staffs must not purchase any system other than an approved Army MWR standard system.
2. Ensure the garrison Director of Information Management (DOIM) understands that MWR mission systems such as servers, point of service devices, check-in stations, and time clocks are exempt from server consolidation, single DOIM concept, and active directory migration through CY07 (see Army Knowledge Online (AKO), <https://www.us.army.mil>, CIO/G-6 and NETCOM TECHCON files sections for: CIO/G6 Server Consolidation Plan dated 18 May 05; CIO/G6 Single DOIM Concept 700 day Plan (Working Draft); TECHCON 2004-017, Command, Control, Communications, and Computers Information Management (C4/IM) Support for Army Morale, Welfare and Recreation, Lodging, and Family Program Information Systems on Army Installations, dated Dec 04).
3. Adhere to standard transaction codes (Transcodes) and financial management standards for RecTrac!, Golftrac, and CYMS to ensure proper financial reporting; find standards at www.ArmyMWR.org Financial Management Guidance page (MWR BOD directed, Oct 94).
4. File Systems Security Authorization Agreements for each MWR system with Garrison Information Services Officers. Obtain copies from Regional Information Services Officers or CFSC-IM. Systems will not be modified without the express consent of the MWR Designated Approving Authority (AR 25-2).
5. Contact MWR Management Information Systems (MIS) Customer Support Teams for assistance and answers to questions. Visit www.hqmwrr.army.mil.
6. Ensure all MWR IT users comply with the information assurance requirements in AR 25-2 (Sample acceptable use policy at appendix B-1, AR 25-2).
7. Participate in Information Service Officer training: use CIO/G-6 sponsored computer based training for technical skills on AKO; enroll in MWR IT training at the MWR Academy; attend the annual Director of Information Management conference.
8. Ensure that you have an Application Administrator (AA) for each MWR MIS software product (MWRWG action item 01-20, Aug 01).
9. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).

NAF CONTRACTING

1. If NAF contracting responsibility is at the garrison, appoint Agency Program Coordinators (APC) for the purchase card program and ensure APC trains all purchase card holders and billing officials and inspects all files of billing officials (Army NAF SOP; DoD Policy). This does not apply when contracting responsibility is at Region.
2. Provide complete information about the DoD and NAF electronic shopping mall, allowing purchase card holders the opportunity to use this service when it provides the most efficient method of purchasing items (www.mwremall.com).
3. Require procurement personnel to enter product codes for goods and services in order to obtain adequate data to make strategic sourcing recommendations (www.armymwr.org/home/Show_file.asp?fileID=864).
4. Require requesting activities to use standard accounting codes on purchase request to obtain adequate data to make strategic sourcing recommendations (www.armymwr.org/home/Show_file.asp?fileID=864).
5. Ensure that the Army Standard NAF Acquisition Contracting System (SNACS) Application Administrators at all levels provide support to system users in accordance with the standing operating procedures (www.armymwr.org/home/Show_File.asp?fileID=741).

STRATEGIC PLANNING

1. Ensure activities, including concessionaires, comply with laws prohibiting possession or use of gambling devices on federal property in the United States. Prohibited devices include any machine which, when played, delivers or entitles players to receive money or other property (e.g., coupons, tickets, or tokens redeemable for cash or goods), as the result of the element of chance (15 USC 1171 and 1175; DoDI 1015.10).
2. Complete an MWR Action Plan as part of an Installation Implementation Plan at all installations affected by Base Realignment and Closure (BRAC). Find guidance at www.hqda.army.mil/acsim/brac/braco.htm.
3. Follow the MWR Guide for BRAC Installations to close MWR and Family programs at BRAC locations. See www.armymwr.org/home/Show_file.asp?fileID=704.
4. Ensure the garrison relationship with the Boy Scouts complies with AR 210-22 and the Joint Ethics Regulation. The Army or any official thereof may not in any official capacity be the “charter organization” for any Boy Scout activity. Scout activities duly chartered by a non-federal entity may operate on the garrison (AR 210-22; the Joint Ethics Regulation; OSD P&R Memo 12 Nov 04, subj: Pending Partial Settlement on Litigation Regarding Legal Chartering of Boy Scouts of America (BSA) Organizations Operating on DoD Installations).

STRATEGIC PLANNING – MARKETING & COMMERCIAL SPONSORSHIP

1. Ensure all MWR marketing communications materials, including corporate apparel, signage, websites, brochures, stationary, promotional materials, etc. comply with the MWR Brand Visual Guidelines set forth in the MWR Strategic Communications Plan approved by the MWR Working Group, Jan 03. The plan and guidelines can be found in the MWR Brand Identity Toolkit CD published Sep 03 (<http://brand.armymwr.org>).
2. Utilize the recently fielded Marketing Plan Pro software and collaborate with program managers to develop marketing plans for MWR programs. MWR marketing managers now have the ability to produce effective marketing plans for any MWR activity in an efficient automated environment. Whether the goal is to increase participation or revenue, a sound marketing plan will provide a roadmap to success. For more information please contact CFSC Marketing at 703-681-7437.
3. Send participants to the marketing, sponsorship and advertising training conducted at the 2006 MWR Conference in conjunction with ALA Convention and vendor show and IMCEA meeting (14-18 Aug 06 in Louisville, KY).
4. Support MWR marketing, commercial sponsorship and advertising professional development by encouraging personnel to take advantage of the centrally funded training opportunities available through the MWR Academy. Training such as the Marketing Managers Course, Programming and Special Events, Recreation Program Management and Leadership, and Marketing Plans for Activity Managers provides an opportunity for marketing personnel and program managers to improve and refine their marketing and management skills. Enroll at www.mwraonline.com.
5. Submit designation letter signed by garrison commander or Director, MWR for all new sponsorship and advertising personnel (AR 215-1, para 7-47 d(4)).
6. Submit annual sponsorship and advertising income reports and by-name lists of top ten sponsors no later than 31 Oct 2006 for FY06 (AR 215-1, para 7-47 d(4)).
7. Provide appropriate professional development and ethics training to all sponsorship and advertising personnel (AR 215-1, para 7-47 c(1)).
8. Maximize sponsorship and advertising revenue by developing strong relationships with your local community. This includes attending local Chambers of Commerce and other civic group events in cities surrounding the installation. Fort Bragg and Fort Hood MWR traditionally experience high sponsorship and advertising income due to the size of the installations. Both installations have been able to further increase their income because of their participation in local Chamber of Commerce events and “mixers” with local business owners. Installation Success Stories provides additional information at http://www.armymwr.org/home/Show_file.asp?fileID=198.

9. Partner and build strong relationships with local radio, television and print media. Exposure is critical to the success of MWR events hosted and held on installations that are open not only to authorized MWR patrons but also to the local community. An example is the Army Concert Tour. Many installations have partnerships with their local radio stations that air promotional announcements about the upcoming event, thus providing invaluable exposure which results in higher ticket sales. Fort Lewis MWR partners with a local radio station to advertise the Soldier Show. Through sponsored free radio announcements that run throughout the day, Fort Lewis MWR is able to draw a large audience for each performance. Installation Success Stories provides additional information at http://www.armymwr.org/home/Show_file.asp?fileID=198.

10. Work with your local Public Affairs office. Oftentimes companies approach Public Affairs offices to gain access to the military community which may result in potential sponsorship opportunities. Public Affairs officers should refer these companies to the sponsorship and advertising office as per AR 215-1 since only personnel designated in writing by installation commanders are authorized to negotiate such opportunities. The Designation of Sponsorship and Advertising Template is at http://www.armymwr.org/home/Show_file.asp?fileID=198.

11. Listen to existing and potential sponsors and create events and opportunities that help them reach their goals and objectives while providing quality events for Soldiers and their families. The U.S. Garrison Hawaii credits a 400% increase in revenue during the past four years to their approach of listening to their clients. MWR Hawaii tailors packages that provide excellent return on investment for sponsors. Installation Success Stories provides additional information at http://www.armymwr.org/home/Show_file.asp?fileID=198.

12. Consult with program or activity managers to establish events that are appealing to potential sponsors. Offering quality MWR events ensures lasting relationships with sponsors and increases the likelihood of renewal. Although this is important for all installations, it is especially critical for smaller installations that face greater challenges due to the limited number of Soldiers and MWR patrons. Packaging contributed to West Point MWR's increase of sponsorship income. In addition, the sponsorship manager created a booklet which divides events into categories like children's events, Soldier events, etc. Installation Success Stories provides additional information at http://www.armymwr.org/home/Show_file.asp?fileID=198.

13. Attend tradeshow to find and establish contacts with companies that might result in new sponsors for your programs.

14. Provide suggestions for events and ideas for packaging events and programs to CFSC Corporate Partnerships who can approach potential national sponsors and offer Army-wide programs that will bring revenue to participating installations. Please contact CFSC Corporate Sponsorships at 703-681-5274.

LEASING/PRIVATIZATION

Report immediately any leasing or privatization proposal or activity, including RCI/EUL/PAL that affects MWR or family programs to IMA Region for forwarding to HQ IMA and HQ CFSC. IMA and CFSC will advise the installation to ensure the proposal complies with statutory and regulatory guidance, serves the best interests of the affected programs, and benefits all authorized patrons.

REFERENCES

Laws and Regulations

10USC1588 Authority to Accept Certain Volunteer Services
15USC1171 Definitions (applies to gambling devices)
15USC1175 Specific jurisdictions within which manufacturing, repairing, selling, possessing, etc., prohibited; exceptions (applies to gambling devices)
Public Law 103-160, The National Defense Authorization Act of FY 94
Public Law 107-107, The National Defense Authorization Act of FY 02
House Appropriations Committee Report 105-206 to accompany HR 2266, FY 98
National Defense Appropriations Act
Joint Ethics Regulation
DoDI 1015.10 Programs for Military Morale, Welfare, and Recreation (MWR)
[DoDI 1015.11 Lodging Resource Policy](#)
[DoDI 1015.12 Lodging Program Resource Management](#)
DoDI 1100.21 Volunteer Services in the Department of Defense
[DoD Manual 4165.63 Housing Management](#)
DoDD 5030.56 DoD Consumer Affairs Program
[DoDD 6495.01 Sexual Assault Prevention and Response \(SAPR\) Program](#)
DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures
AR 25-1 Army Knowledge Management and Information Technology Management
AR 25-2 Information Assurance
AR 210-14 The Army Installation Status Report Program
AR 210-22 Private Organizations on Department of the Army Installations
AR 215-1 Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities
AR 215-3 Nonappropriated Fund and Related Activities Personnel Policies and Procedures
AR 215-4 Nonappropriated Fund Contracting
AR 415-19 Nonappropriated-Funded Construction Project Development and Approval
AR 608-1 Army Community Service Centers
AR 608-10 Child Development Services
AR 608-18 Family Advocacy Program
AR 608-47 Army Family Action Plan
AR 608-48 Army Family Team Building
AR 608-75 Exceptional Family Member Program
AR 690-950 Career Management
AR 735-17 Accounting for Library Materials
DA PAM 608-17 Instructions for Implementing Army Community Service Accreditation Program
DA CIR 608-04-1 Better Opportunities for Single Soldiers Program
ALARACT MSG R 141736Z Mar 05
ALARACT MSG R 162227Z May 05

Business Programs – Lodging Reference

CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR)
Board of Directors (BOD) Decision Items

Child and Youth Services References

CYS Key Management Controls, 19 Nov 01
Out of School Child Supervision Requirements for Elementary and Middle School
Children and Youth During Parental Duty Hours, 11 Jul 00
US Army CYS Mobilization and Contingency (MAC) Handbook, 9 Jan 03; CYS
Mobilization and Contingency Planning and Cost Projection Tool, 8 Jan 03
CYS Organizational Structure, 17 Jul 00
IMA FY04 Netcall #24
Partnership 2001 (and Beyond): Combined Federal Campaign and CYS, 7 Mar 00
Memorandum of Understanding between BGCA and HQDA CSFC, 5 Apr 96
CYS Annual Report and Program Status Update
Child and Youth Services Productivity, Cost Management, and Accountability (PCMA)
Tools, 22 Jul 03
Child and Youth Personnel Pay Program (CYPPP), 12 Feb 99
Networthiness Certification for Child and Youth Services Youth Technology Lab (CYS-
YTL). 16 Sep 04.
4-H Clubs in Army Child and Youth Services Programs, 12 Apr 02
System Security Authorization Agreement (SSAA) for the US Army Community and
Family Support Center's Child and Youth Services Youth Technology Lab System,
version 2, Jun 04)
[Boys and Girls Clubs of America State Alliances, 22 Nov 05](#)
[Revised Strategies to Reduce the Risk for Sudden Infant Death Syndrome \(SIDS\) in
Child Development Services \(CDS\) Settings, 22 Nov 05](#)
[School Year \(SY\) 2005-2006 Army Child and Youth Services \(CYS\) Consolidated Fee
Policies and Guidance](#)

Community Recreation Reference

DoD Memorandum, 7 Oct 98, subj: General and Recreational Libraries

Family Programs References

Directive Type Memorandum, 17 Dec 04, Under Secretary of Defense, Personnel and
Readiness
CFSC Memorandum of Understanding with the Council of Better Business Bureaus, 29
Jul 03

CFSC Memorandum, 29 Jul 02, subj: Army Personal and Family Readiness Courses for Promotion Points

Army Recreation Machine Program SOPs

SOP OP

SOP OP-A001 – Security

SOP OP-C018 – Funds Deposit Responsibilities

SOP OP-D001 – Cash Collection Procedures (Automated and Manual) - Slots

SOP OP-F002 – Recreation Machine Operation

SOP OP-F003 – Gaming Machine Maintenance

SOP OP-F004 – Cash Collection - Slot Machines

SOP OP-F005 – Funds Deposit

SOP OP-G019 – Cash Collection Procedures (Automated and Manual - Amusement Machines

SOP OP-G026 – Installing and Removing Amusement Machines

SOP OP-K008 – Coinless Cash Collection Procedures

SOP OP-K017 – ACM Full Fill Procedures

SOP OP-K018 – ACM Partial Fills

SOP OP-K019 – ACM Initial Fills

SOP OP-M010 – Installing Gaming Machines

SOP OP-V001 – VLC Cash Collection Process

SOP PR-P003 – Controlled and Sensitive Property Inventory

SOP PR-P004 – Controlled and Sensitive Property

SOP PR-P009 – ARMP Property Disposal

Financial Management References

CFSC-SP Memo 12 Aug 03, subj: MWR Unit Fund Support to Deployed Troops

CFSC Memo 4 Aug 04, subj: Army Level Requirements (ALR) Self Sufficiency Exemption

CFSC-FM-C Memo, subj: Fiscal Year 2005 (FY 05) Nonappropriated Fund Instrumentalities (NAFIs) Financial Management Operation Guidance

NAF Contracting Reference

Army NAF SOP

Strategic Planning Reference

OSD P&R Memo 12 Nov 04, subj: Pending Partial Settlement on Litigation Regarding Legal Chartering of Boy Scouts of America (BSA) Organizations Operating on DoD Installations

MWR BOD Decisions by meeting

(www.armymwr.org/home/Show_file.asp?fileID=236); click on Board of Directors - History link.

Websites

www.dmdc.osd.mil is the Defense Manpower Data Center website.

<https://www.us.army.mil> is Army Knowledge Online.

www.hqda.army.mil/acsim/brac is the Base Realignment and Closure website.

www.hqda.army.mil/acsimweb is the ACSIM homepage.

<http://isr.hqda.pentagon.mil> is the ISR website. In addition to guidance, registered users can obtain ISR results by clicking the "ACCESS ISR WEB" icon on the website.

www.apd.army.mil is the Army Publications Agency website. The Army regulations, pamphlets, and circulars listed above are available on this website.

www.armymwr.com is the primary MWR website.

www.armymwr.org is the website for MWR professionals. It can be accessed from the primary MWR website as well as from this URL. Individual pages for program proponents are listed in the body of the memorandum.

www.hqmwr.army.mil is the principal MWR Management Information Systems website.

The proponent is CFSC's Information Management Directorate.

www.army.mil/cfsc/documents provides electronic copies of documents. Users must follow the entire link listed in the body of the memorandum in order to retrieve a document.

www.myarmylifetoo.com is the principal website providing information to Army families.

The proponent is CFSC's Family Programs Directorate.

www.armyonesource.com and www.militaryonesource.com provide assistance in dealing with life's issues.

www.ArmyFRG.org is the virtual Family Readiness Group website.

www.mwr-privateventures.com explains how to initiate a public-private venture.

www.mwremall.com provides one-stop worldwide electronic access to products and services.

www.mwraonline.com provides access to the MWR Academy.

www.NAFBenefits.com is the one-stop service for NAF employees to learn about benefits and access their records. The website also has a password protected section for human resources officers.

www.mwrpromotions.org is the entry point for management to use to learn about promotions available to MWR patrons.

www.mwrpromotions.com is the website for patrons to learn about promotions.

<http://brand.armymwr.org> is the location of the MWR Brand Identity Toolkit.

www.Armyprogtool.com is the location for recreation programming data and guidance.

www.armymwr.org/internal/default.asp?ID=3 is the Internal Review website. Item four in the tree list contains management control checklists and terminal audit guidance applicable to garrisons.

http://www.armymwr.org/home/Show_file.asp?fileID=894 or www.ArmyUFM.com [link to guidance and information about UFM.](#)

http://www.armymwr.org/home/Show_file.asp?fileID=891 [is the MWR jobs portal.](#)

FUTURE INITIATIVES

CFSC Directorates are working on the following initiatives to further improve CFSC's support to you or make the headquarters more efficient and effective

Business Programs – Lodging

Revise Army Lodging Standards for Service, Operations, and Facilities (2Q, FY06).

Child and Youth Services

Child Development Services is a Lean Six Sigma ACSIM pilot organization. The CYS goal is to study CYS processes, focus improvement efforts on CYS customers (i.e., determine the value of program management processes from the perspective of our CYS patrons), identify operational efficiencies, and identify and eliminate wasteful actions and processes that provide no value to customers. Completed Six Sigma events and projects include:

- a. A CYS Strategic Communication Plan that embeds an "Investment/Value" theme into all CYS program management development and deployment efforts (Fielded by 2Q FY06).

- b. "It Pays to Invest in Quality" communication and marketing plan to assist garrison CYS programs implement yearly Army Fee Policy (Fielded by 1 Aug 05).

- c. CYS Transition Planning templates and automated workbooks to assist garrisons in determining child care demand, installation capability, and resource requirements to meet Modularity, IGPBS and BRAC child care requirements (Rapid Improvement Event 11-15 July 05).

- d. Streamlined CYS Registration Process to decrease time and improve the efficiency of procedures used by installations to register children for CYS programs (Rapid Improvement Event 31 Oct – 4 Nov 05).

Future Lean Six Sigma initiatives include:

- a. Simplified automated garrison and HQs DoD Certification Tools developed to improve validity and reliability of the inspection process (from year to year and from installation to installation) (Project completion NLT 1Q FY06).

- b. Web based enterprise CYS data base that facilitates garrison reporting and IMA oversight and eliminates duplicative reporting requirements (Rapid Improvement Event: 3-7 Oct 05).

- c. Alternative Child Care Option Plan to augment existing child care capabilities (1Q, FY06).

Army Sponsored Community Based Child Care program "Military Child Care in Your Neighborhood" offers child care support to geographically dispersed active duty Soldiers (i.e., Recruiters, ROTC instructors, and other Soldiers not stationed near an installation) and "Army Child Care in Your Neighborhood" offers care for Soldiers where there are long waiting lists for Army operated child care programs on installations (4Q, FY05 - 4Q, FY06).

Family Child Care is an important cost effective Army Operated Child Care program. Army FCC Online will be fielded at all garrisons to improve the marketing of Army FCC programs by providing “technological” visibility to FCC providers (1Q, FY06).

Community Recreation

Benefits of Army Recreation is a performance-based system designed to document the contribution of Community Recreation to the Army mission and goals. Programs are designed and conducted with specific objectives that support or enhance issues important to Army installations, Soldiers and other participants (2Q, FY06).

Library metrics—METRICS is a web-based statistics reporting system for collecting and storing data on Army library collections, resources, and services; automation architecture; and usage. It is being developed by the Army Library Program, HQDA Office of the Deputy Chief of Staff, G-1. It replaces the Army Library Management Reporting System (ALMRS) which was discontinued in 1993. This data collection is designed to provide senior Army leaders and library management at all levels with a standardized system for information required for library program evaluation, management planning, and decision-making (1Q, FY06).

Recreation Activity Usage Report will be developed with IMA for use in the metrics for Common Levels of Support. Usage report will measure participation by program (2Q, FY06).

Policy on Conference Centers will provide guidance to clarify intent and funding for Conference Centers by garrisons (2Q, FY06).

Policy for Recreational Lodging will provide guidance for identification of and funding for recreational lodging by garrisons (2Q, FY06).

The US Army Soldier Show will begin its 2006 tour during the third quarter of FY06.

Family Programs

Multi-Component Family Support Network (MCFSN) Pilot Project - works in concert with other military and civilian agencies to establish a comprehensive multi-agency approach for community support and services to meet the diverse needs of Active and mobilized Guard and Reserve Army families (Pilot: 1 Jun – 30 Sep 05).

Family Readiness Groups (FRGs)/Rear Detachment Commanders (RDCs) Training - on-line certification course for FRG leaders and RDC (Dec 05).

Rear Detachment Commanders (RDCs) Training/Family Readiness Groups (FRGs)/-on-line training courses for RDC (Dec 05) and FRG leaders (Apr 06).

Virtual Family Readiness Group (vFRG) - provides all of the functionality of a traditional FRG in an ad-hoc and on-line setting to meet the needs of geographically dispersed units and families across all components of the Army (Sep 05).

Armed Forces Recreation Centers

The Edelweiss Lodge and Resort is developing a special program package for patrons in the United States (2Q, FY06).

Financial Management

Implement Uniform Funding and Management Army-wide on 1 Oct 06
Implement MWR Enterprise Management System; issue project manager request for proposal 2Q, FY 06

Strategic Planning

CFSC recognizes that conflicts exist between the G-1 Well-being efforts and Family and Child and Youth programs. We are working to resolve those conflicts and intend to provide seamless, consistent reporting by 3Q, FY06.

By 2Q, FY06 CFSC will link the MWR Strategic Action Plan (SAP) to the IMA SAP.

We recognize the interrelationship among Uniform Funding and Management (UFM), the Standard Garrison Organization, leader development programs, the Global War on Terrorism, Transformation, and other initiatives change the way MWR does business. Our strategic efforts will focus on tying these efforts together.

Working groups have reviewed the MWR SAP goals and objectives, proposed changes to them, and identified potential actions and measures to implement them. The groups' results are being circulated for review and comment. CFSC will ask the MWR EXCOM to approve changes to the goals and objectives at the 4Q, FY06 EXCOM meeting.

CALENDAR

Business Programs

Military Idol Competition (Aug - Sep 06)

101 Days of Bowling (May – Sep 06)

Nominate Excellence in Management and James A Carroll Award candidates NLT 30 Nov 06

PGA/Armed Forces Golf Managers' Training Seminar, Orlando, FL (Jan 07)

Bowl Expo, Las Vegas, NV (Jun 06)

Child and Youth Services

National Association of Child Care and Resource and Referral Agencies (NACCRRA) Training – 21-24 Feb 06

National AfterSchool Association (NAA) Training – 23-25 Feb 06

Europe Torch Club Summit – 3-5 Mar 06

Practical Applications of Lean Six Sigma Processes in CYS Operations (Phase III) – 6-10 Mar 06

State 4-H Military Liaisons Training – 14-16 Mar 06

National 4-H Training – 25-30 Mar 06

Boys and Girls Clubs of America Training- BGCA – 3-6 May 06

Operation: Military Kids Training – 17-19 May 06

Practical Applications of Lean Six Sigma Processes in CYS Operations (Phase IV) – 5-9 Jun 06

Military Child Education Coalition Training – 12-14 Jul 06

Practical Applications of Lean Six Sigma Processes in CYS Operations (Phase V) [in conjunction with MWR/Garrison Commanders Conference] – Aug 06

Sports Directors Training – Sep 06

Community Recreation

Arts and Crafts Competitions:

Arts and Crafts Contest applications due 5 May 06

Soldier Show www.armymwr.com/portal/recreation/entertainment/armysoldiershow/

USA Express, schedule to be announced

BOSS Competition/Awards - www.armymwr.com/portal/recreation/single

Winter Olympic Games 10-26 Feb 06

Family Programs

Mobilization and Deployment Program Managers Course, MWR Academy, 27 Feb – 3 Mar 06

AFAP IPR, CFSC HQ, 8-9 Mar 06

Army Family Readiness Advisory Council Meeting, Alexandria, VA, 15-16 Mar 06

Army Spouse Employment Partnership (ASEP), Palm Springs, CA?, 20-21 Mar 06
AFTB Master Trainer/Program Managers Course, Location TBD, 2-7 Apr 06
National Volunteer Week, 23-29 Apr 06
Employment Relocation Council Global Mobility Specialist/DoD Training and National Relocation Conference, Orlando, FL, 15-19 May 06
AFAP General Officers Steering Committee Meeting, Alexandria, VA 16 May 06 (T)
Points of Light National Volunteer Conference, Seattle, WA, 18-20 Jun 06
AFTB New Core Instructor Orientation, Location TBD, 4-6 Aug 06
AFTB Core Instructor Course, Location TBD, 6-11 Aug 06
ACS Directors Conference, Louisville, KY, 14-18 Aug 06
AFAP Fall IPR, CFSC HQ, 23-24 Aug 06 (T)
Army Family Readiness Advisory Council Meeting, Alexandria, VA, 18-20 Sep 06
The Association of Volunteer Administrators Conference, MN, 27-30 Sep 06
AUSA/ASEP IPR, Washington, DC, 9-11 Oct 06
HQDA AFAP Conference, Alexandria, VA 13-17 Nov 06
HQDA AFAP GOSC, Alexandria, VA, 14 Nov 06 (T)
National Family Volunteer Day, 18 Nov 06
Army Family Team Building Day, 16 Dec 06

Human Resources

2006 MWR Conference in conjunction with ALA Convention and vendor show and IMCEA meeting, Louisville, KY, 14 – 18 Aug 06

Information Management

Director of Information Management Conference, 23 – 26 Aug 05

Strategic Planning

MWR Working Group – Louisville, KY, 10-11 Aug 06.

MWR Executive Committee – 4Q, FY06.

MWR Board of Directors – 1Q, FY07.

Marketing, Sponsorship, and Advertising Training, Louisville, KY, 14-18 Aug 06

WELL DONE

Garrisons, the IMA, and CFSC have collaborated to improve efficiency and effectiveness, reduce costs, and increase revenue. These initiatives and actions deserve a “well done.”

- Category C financial performance improvement plan reduced losses over \$1.5M in one year.
- Six garrisons opened golf courses for play by veterans and increased revenue by approximately \$175,000 per garrison with minimal increase in expenses.
- Joint Services Prime Vendor program participation provided \$1.4M in rebates and \$15M in discounts.
- Fort Knox Directorate of MWR implemented the Recreation Delivery System in Mar 05 to include CR, CYS, and BP staff to integrate and operate programs.
- Timely approval of NAF purchase card statements has resulted in a \$719,481 rebate to NAFIs for the first three quarters of FY05.
- Army Lodging saved approximately \$472K with consolidated buys during the Nov 04 Hotel/Motel show.
- Nineteen garrisons have transitioned to the standard credit card processor, CB&T available under a central contract. Savings for FY05 are estimated at \$1.18M on transactions valued at \$53M. Customer satisfaction surveys from garrisons participating in the program reflected a satisfaction rating of 94.4 percent for the period.
- UFM is a major business process re-engineering project that will significantly improve the efficiency of Army MWR programs; strong Garrison and Region participation in CFSC-FM UFM workshops demonstrates commendable support by all echelons of MWR professionals.
- Rock Island Family Child Care program increased the number of FCC homes from none in FY04 to 16 in FY05 by recruiting family child care providers in the local community to provide care for children of military families.
- Installations increased their requests for CFSC Interior and Food Service Design assistance (no cost to installation) and reduced their total project cost by 30 to 45 percent.
- 97,586 family members and Soldiers participated in community based AFTB training in FY05; 8,395 participated in online AFTB training.